UNIVERSITY OF LOUISVILLE

2005 - 2010
CAMPUS ACTION PLAN

Kentucky's public agenda, *Five Questions – One Mission: Better Lives for Kentucky's People*, guides the work of the entire postsecondary and adult education system over the period 2005 - 2010. It identifies the major opportunities and challenges facing the Commonwealth and presents a set of policy directions for addressing them. Each institution in the system has an action plan for advancing this agenda in keeping with the goals of House Bill 1. This action plan for the University of Louisville describes the university's purpose and role in the system, promulgates a set of priorities for action that responds to the five questions, and identifies the key indicators for monitoring progress over the planning period.

HOUSE BILL 1 GOAL

The University of Louisville shall be a premier, nationally recognized metropolitan research university.

Kentucky
UNBRIDLED SPIRIT™

MISSION PARAMETERS

Program Characteristics

- Strong liberal arts and sciences undergraduate core preparing students to live and work in a world that is increasingly intercultural, interdisciplinary, and diverse.
- Comprehensive array of baccalaureate, master's, and specialist programs.
- Professional programs in dentistry, law, medicine, engineering, education, and social professions.
- Selected doctoral programs supporting the goals of national recognition as a metropolitan research university and meeting the economic and community development needs of the region and state, upon approval by the Council.
- Collaborative and joint doctoral programs with other Kentucky postsecondary institutions to address state needs.
- Special emphasis on its Research Challenge Trust Fund programs in business (entrepreneurship), health and life sciences, engineering, education, humanities, and the arts.
- Commitment to increasing the quality of undergraduate programs while increasing the size and national recognition of graduate programs.
- Emphasis on distinctive educational experiences geared to the specific needs and interests of a selective to highly selective student body, including service learning, international education, opportunities for discovery-based learning, graduate and undergraduate research, and other special programs.

Student Characteristics

- Selective to highly selective admissions with a commitment to recruiting a diverse undergraduate and graduate student body, including students from its metropolitan area and those who do not enter or move through the university in traditional ways.
- Serves the needs of traditional, nontraditional, and transfer students seeking baccalaureate and advanced degrees.
- Recruits students nationally and internationally to increase intellectual capital and diversity.

Research

- Engages in basic, applied, and translational research in Research Challenge Trust Fund programs and other areas addressing the needs of the metropolitan community and communities that can benefit from such research.
- Undertakes research and development activities that will achieve the goal of becoming a premier, nationally recognized metropolitan research university.

- Aligns its research agenda with the economic, cultural, and social needs of the metropolitan community.
- Focuses research mission in core areas essential to economic growth and the well being of citizens through programs in human health and development, life sciences, information technology and communications, environmental and energy technologies, logistics and distribution, early childhood education, entrepreneurship, materials science, and advanced manufacturing.
- Conducts research and creative activities in the humanities and the arts to foster and support the rich cultural life of a metropolitan community.
- Emphasizes applied research and outreach supporting the improvement of P-12 and adult education.

Stewardship of Place

- Serves as the metropolitan area's intellectual center and economic engine, focusing educational and research programs on those areas important to the well being of the community.
- Drives economic development through educating a workforce ready to take on the challenges of a new century and through the synergistic relationship between the research agenda and community needs.
- Builds a national reputation as a leader in issues affecting metropolitan regions and provides this expertise to other areas in the state, nation, and beyond.
- Supports existing businesses, promotes business startups based on university inventions, and participates in community economic development efforts to meet the needs of the metropolitan area and the state of Kentucky, as determined by statute.
- Works with P-12 schools and adult learning centers to improve student achievement and postsecondary preparation.
- Fulfills focused statewide responsibility to address needs aligned with institutional areas of programmatic strength as a metropolitan research university (e.g., cancer, cardiovascular, urban public health, logistics, and distribution).
- Provides or coordinates economic and community needs, with special emphasis on the Greater Louisville metropolitan area and on its designated area of geographic responsibility.

PRIORITIES FOR ACTION

Question 1: Are more Kentuckians ready for postsecondary education?

To support the preparation of high school graduates and working-age adults for postsecondary education and to strengthen the preparation and development of P-12 and adult educators, the University of Louisville will:

Emphasize teacher preparation, especially in high-need areas through (1) improving alignment of skills and curriculum offerings with the districts and the P-16 Council and (2) restructuring undergraduate and alternative certification programs with special emphasis on preparing teachers in STEM areas, special education, middle-level, ESL, and teaching literacy/numeracy across the curriculum.

Conduct empirical research to better understand how students learn to meet the needs of the *No Child Left Behind Act* and to improve teacher preparation programs.

Support the American Diploma Project to better articulate high school/college curriculum connections through (1) working closely with P-16 and OVEC superintendents and JCPS to develop strategies to address the statewide agenda; (2) developing systematic partnerships with JCPS and surrounding districts for administrator preparation, teacher development, and mentoring; and (3) implementing curriculum alignment between teacher preparation curricular offerings and requirements in schools.

Partner with a variety of school districts and community organizations such as Jefferson County Public Schools, GEAR UP, TRIO, Upward Bound, Louisville and Lexington Black Achievers, NAACP, West Louisville Boys Choir, 100 Black Men, and other local organizations to increase college awareness, close equity gaps, and reach students who are traditionally underserved.

Expand dual credit opportunities for students.

Question 2: Is Kentucky postsecondary education affordable for its citizens?

To keep college affordable, the University of Louisville will:

Evaluate affordability indices through an analysis of such factors as tuition as a percentage of state per capita personal income (PCPI); a weighted PCPI for students by Kentucky counties of residence; the net change of student support per FTE from state appropriations and state appropriation per student adjusted for PCPI; the cumulative effect of tuition rate increases over the past five years; and an analysis of tuition as a percent of total public funds.

Review and examine university internal spending patterns that impact affordability.

Ensure that any proposed tuition rates do not create undue hardship for students. Annually earmark funds for the student financial aid budget to offset the projected tuition rate increases and maintain the financial aid commitments at roughly the same program levels as in previous years.

Review and, if necessary, revise merit scholarship award structures to increase the number of students receiving awards through improved technology associated with recruiting quality students. Embark on a multi-year plan to recruit more high-quality students by providing additional merit-based scholarships. Strategies include the purchase of a cutting-edge recruiting software package and freeing up student aid funds by limiting the practice of financial aid "stacking."

Implement SUCCEED, a partnership between UofL, the local school district, and the Urban League, which provides admissions and financial aid counseling to high school juniors and seniors.

Question 3: Do more Kentuckians have certificates and degrees?

To enroll more students, produce more graduates, keep graduates in Kentucky, attract highly educated adults to the state, and encourage workers to retool and retrain over their lifetimes, the University of Louisville will:

Improve retention and graduation rates through recruitment of high-quality students and investment in academic support services and peer mentoring programs, including intensive tutorial support for mathematics, student success seminars to promote academic and co-curricular life skills, and other support programs that promote classroom success, develop life skills, and build student confidence.

Increase investments in graduate assistantships and fellowships (both in terms of increasing the number of support lines available and enhancing the amount of support that can be offered to incoming graduate students), and streamline admissions processes to help increase the number of graduate and doctoral students.

Participate in the funded Ph.D. Completion Project aimed at increasing graduation rates of doctoral students. The program measures retention and degree completion and provides for interventions ranging from family support to completion grants to enhanced mentorship.
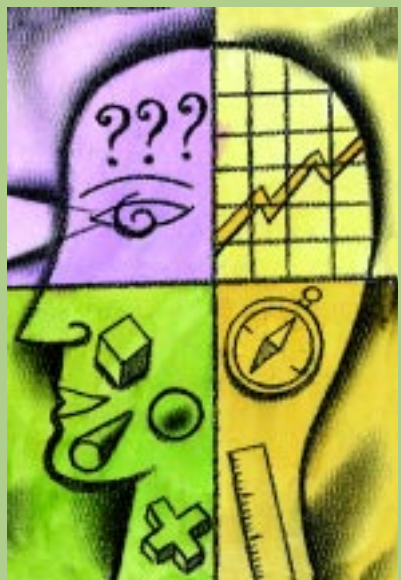
Institute an electronic application process that makes it easier for programs to evaluate applicants and to provide the rapid feedback that is important in a competitive situation for recruiting the highest quality graduate students.

Enhance student engagement, retention, and degree completion by increasing number of students in research activities.

Engage in partnerships and collaborations with metropolitan government agencies and business, community-based organizations, health care organizations, and state and regional agencies that lead to the development of academic programs that respond to high-need areas.

Work with adult populations and increase numbers of transfer students through establishing a program for residents in the Louisville metropolitan area who have acquired a significant number of college credit hours (probably 90 or more), but who have no degree. These are primarily working adults (age 25 and over) who never completed college.

Question 4: Are college graduates prepared for life and work in Kentucky?

To improve the quality of student learning, the University of Louisville will:

Revamp the summer orientation program to promote student awareness of the full range of activities offered on campus: academic and cultural experiences, intramural sports, Greek life, and more than 200 recognized organizations that afford students the opportunity to extend their engagement with the institution in many activities outside the formal academic classroom.

Offer advising and initiation activities for entering students, including academic orientation courses and programs that acquaint students with the university's identity as a place of instruction and research.

Increase research opportunities for undergraduate students.

Encourage innovative pedagogy to increase real-world educational value, including internships, cooperative education programming, service learning, and other forms of practice-based instruction that provide opportunities for students to move academic training into the workplace and improve their understanding of larger issues and problems in the community.

Improve the quality of academic programs through careful monitoring of performance on graduate placement (GRE, LSAT, GMAT) and professional licensure exams (Praxis). Continue integration of the program review process with the university strategic planning/balanced scorecard. Administer the Quality Measurement Surveys to continuing and graduating students, graduates, alumni, and employers. The survey results are monitored on the balanced scorecard and reviewed annually with the deans and vice presidents, and feedback is provided to the units with suggestions for improvement.

Question 5: Are Kentucky's people, communities, and economy benefiting?

To support economic and community development and address the specific needs and challenges of its service area, the University of Louisville will:

Increase levels of extramurally funded research, especially in areas of health and life sciences, logistics and distribution, early childhood education, and entrepreneurship.

Invest in faculty and infrastructure to partner in a high-tech, information-based economy, such as the Louisville Medical Center Development Corporation and Metacyte (a business startup incubator).

Build on the achievements of faculty research by developing patents that will yield license and royalty income as well as provide the basis for commercialization through startup businesses in the Commonwealth.

Develop and support degree programs in knowledge-based economy and high-need fields.

Increase continuing education programs to provide for the "just in time" needs of people, businesses, and communities.

Implement a signature partnership initiative that will engage faculty and students in multi-disciplinary academic, research, and service activities designed to reduce social and human disparities in the areas of education, health, economic development, and human and social services. The university will work with and engage community partners to enhance existing programs and create new programs designed to address specific disparities in the targeted community.

KEY INDICATORS OF PROGRESS

QUESTION 1
Are more Kentuckians ready for postsecondary education?

- Quality of teacher preparation programs

QUESTION 2
Is Kentucky postsecondary education affordable for its citizens?

- Net cost of attendance as a percent of average family income

QUESTION 3
Do more Kentuckians have certificates and degrees?

- Undergraduate enrollment
- Graduate enrollment
- Number of students transferring to the university from KCTCS
- Six-year graduation rate of baccalaureate students
- Number of degrees and other credentials awarded
- Number of degrees and other credentials awarded to racial-ethnic minorities

QUESTION 4
Are college graduates prepared for life and work in Kentucky?

- Level of student engagement in the undergraduate learning experience
- Level of civic participation of students

QUESTION 5
Are Kentucky's people, communities, and economy benefiting?

- Extramural research and development expenditures
- Number of business startups
- Number of formal agreements for educational, applied research, or support services to business, entrepreneurs, government, and community groups
- Level of faculty/staff community involvement as extensions of their university roles

BENCHMARK INSTITUTIONS

SUNY Buffalo (NY)
SUNY Stony Brook (NY)
Temple University (PA)
University of Alabama - Birmingham
University of California - Irvine
University of California - San Diego
University of New Mexico
University of Cincinnati
University of Illinois - Chicago

University of Iowa
University of North Carolina - Chapel Hill
University of Pittsburgh
University of South Carolina - Columbia
University of South Florida
University of Utah
Virginia Commonwealth University
Wayne State University (MI)